EXHIBIT 3

In the Matter Of:

IN RE: PORK ANTITRUST LITIGATION

SHAYLE SHAGAM June 01, 2022



June 01, 2022

```
1
                    THE WITNESS: Not directly. I mean
 2
          I only knew what sort of -- about it through
 3
          the impacts on, on the prices that I was
 4
          provided with by the grains committees.
 5
     BY MS. COTTRELL:
               And do you remember the Renewable Fuel
 6
     Standard ultimately allocated more corn for fuel?
 7
     Do you remember that?
 8
               I remember the discussion, yes.
 9
10
                    MR. RISSMAN: Objection; form and
          foundation.
11
12
     BY MS. COTTRELL:
13
               And do you remember what was the impact,
14
     in your view, of the Renewable Fuel Standard on
15
     corn prices?
               To the extent that there was an
16
     increased demand for, for corn, it resulted in
17
     higher corn prices.
18
19
               And if we look again at page 51 at the
     top, the second sentence, it says, "Returns to
20
     U.S. meat and poultry production fall from those
21
22
     in recent years, slowing increases in or reducing
23
     production of all meats over the next several
24
     years."
25
               Do you see that?
```

30(b)(6) Snayle Snagam June 01, 2022

38 1 Α Yes, I do. 2 Okay. Can you just help us understand, 3 in lay people's terms, what you're trying to say 4 there. 5 Well, essentially, the higher grain prices reduce the money, the returns that 6 producers would have received and, therefore, 7 resulted in either slower growth than would have 8 9 been attributed had there not been that increase 10 in grain prices, or actually result in reduced 11 production. 12 And just to unpack it again for a jury 0 13 one day who might not be as familiar with this 14 stuff, when we say "grain prices," what does that 15 include? 16 Generally, the primary feed components that we would be looking at would be corn and 17 soybean meal prices, though, with the advent of 18 19 renew -- with the advent of ethanol, we did look 20 at the price, the variability in the prices of grain, distillers grains, which is the byproduct 21 22 of the ethanol production, as a substitute feed 23 source. 24 This sentence talks about all meats, the

25

production being slowed for all meats over the

June 01, 2022

```
1
     next several years.
                          What meats?
                                        What are being
 2
     -- you know, what's being referred to?
               When we discuss it, we are primarily --
 3
          Α
 4
     for the purposes of this baseline, we are
 5
     primarily talking about beef, pork, chicken and
 6
     turkey.
               And is it fair to say that high feed
 7
     costs can affect the production of all three of
 8
     those meats, cattle, broilers, hogs?
 9
10
               Since feed is an important component of
     production, higher feed costs relative to the
11
12
     return the producers received for their final
13
     output, which in their case would be the chickens
14
     or the hogs or the cattle, would, could impact the
15
     production, the producing -- the production
16
     decision -- sorry -- of those slowing down growth
     if the returns fell.
17
               So back in the winter of '06, the USDA
18
19
     and the team of economists, you're looking
20
     forward, and you all are projecting that, for
     cattle, broilers and hogs, there will either a
21
22
     slowing in the increasing or a reducing of the
23
     production of supply of those proteins?
24
          Α
               That's correct.
25
                                  Object to form.
                    MR. RISSMAN:
```

```
1
          cannot tell you the precise percentage, but
 2
          they do represent a percentage of, of U.S.
 3
          hogs that are, hogs that are slaughtered in
 4
          the United States.
 5
     BY MS. COTTRELL:
               Do you remember at some point
 6
     regulations related to labeling of pork products
 7
 8
     changing that came in from Canada?
               I do.
 9
          Α
10
                    MR. RISSMAN: Object to form and
          foundation.
11
12
     BY MS. COTTRELL:
13
               I think it's known as the COOL
          0
14
     regulation?
15
          Α
               Yes.
16
          0
               What was COOL?
               It was a requirement that products --
17
     that meat products would be labeled by country of
18
19
     origin, whether the product was from an animal
20
     that was born in the United States or raised in
2.1
     the United States, slaughtered in the United
22
     States, or a combination thereof.
23
               So it would say the -- potentially it
24
     could have said that it was a product of another
25
               It could also have said that it was
```

		62
1	packer that doesn't own any hog farms?	
2	MR. RISSMAN: Object to form.	
3	THE WITNESS: The producer produces	
4	the animals. He then has to market those	
5	animals. He can't keep those animals	
6	indefinitely. They're not, they're not	
7	really a you can keep them a short period	
8	of time, but again, you will continue to	
9	incur feed costs.	
10	So it's the return that the	
11	producer receives that will determine his	
12	decisions about whether he's going to	
13	increase or decrease production.	
14	From the standpoint of a	
15	meatpacker, they will be looking at the	
16	their feeling of what the demand for the	
17	finished product the pork will be versus the	
18	availability of the hogs. Do they have	
19	enough hogs available from various producers	
20	to fill their, to fill their needs, and, you	
21	know, what price do they pay for those	
22	animals?	
23	So, but at the beginning of the	
24	day, given the biology and the time delays,	
25	it is going to be the producer who is going	

1	to be responsible for making that decision	
2	about whether or not they're going to be	
3	increasing or decreasing the number of hogs	
4	available.	
5	BY MS. COTTRELL:	
6	Q Let me ask this. This might be like an	
7	overly simplistic question, but when we say here,	
8	you know, production is going to decline in '09 to	
9	2011, how exactly like what is the mechanism by	
10	which a hog producer can reduce production? I	
11	mean they have animals coming. Can you just put	
12	some meat on the bones?	
13	A Well, you have to look at it	
14	MR. RISSMAN: Object to form.	
15	THE WITNESS: I'm sorry.	
16	Again, you have to look at it from	
17	a time period. I mean a producer who has	
18	hogs on the ground right now is going to have	
19	to pay the prices for the feed grains or send	
20	those hogs to slaughter early.	
21	A producer who has not yet raised	
22	those hogs can make a decision. If you think	
23	prices are going to be high in the future for	
24	corn, for feed, a feed input, will the	
25	potential returns you're going to be looking	

64 1 at be sufficient to encourage you to, to have 2 the sows -- to keep the sows, to have the 3 sows give birth, knowing full well that it's 4 going to be six months after that pig is born 5 before it's going to be ready to go to 6 market? 7 So from a, from a producer standpoint, you're having to always kind of 8 look at at least a nine-month horizon between 9 10 the time you even breed the animal, not including any times about whether or not you 11 12 want to retain females to add to the breeding 13 heard, because again, there's about a four-14 month lag between the time you breed the 15 animal and the time she gives birth, and then 16 about a six-month lag between -- four to six months between the time that animal is born 17 and the time it's ready to go to slaughter. 18 19 So the producer can make decisions 20 going forward, but the decision they make now 21 is going to be, going to be affecting that 22 stream of animals or that stream of pork at

25

23

24

current time.

some point in time in the future, not at the

```
96
          something you do have to consider.
 1
 2.
     BY MS. COTTRELL:
 3
               Why, if I'm thinking about supply in the
          0
 4
     future, do I have to consider or do you think I
 5
     have to consider what I'm selling my hogs for and
     the cost of producing those hogs?
 6
 7
                    MR. RISSMAN:
                                   Object to form.
                                   They are -- we assume
 8
                    THE WITNESS:
 9
          that hog producers are attempting to make
10
          money, you know. You obviously, you
          cannot -- over the long term, you can't sell
11
12
          for less than it would cost you to produce
13
          it. You'll go bankrupt.
14
                    Conversely, if you seem to be
15
          making a lot of money, you might think maybe
          I want to make a little bit more, and I will
16
          expand production.
17
     BY MS. COTTRELL:
18
19
          0
               When we're talking about hog sales
     prices, who are the hog producers selling to?
20
2.1
               Generally they're selling to slaughter
          Α
22
     plants.
23
               What's known as the packers?
          Q
24
          Α
               Packers, yes.
25
               And if I'm a packer, do I want to buy
          0
```

		97
1	hogs for less money or more money?	
2	A In general, you know, basic economics	
3	would tell you you're going to try to minimize	
4	your costs, so you would try and buy the hogs for	
5	the least amount of money it would take to get the	
6	hogs that you need.	
7	Q And are hogs typically cheaper when	
8	there's a ton of supply of hogs or when hog supply	
9	is tight?	
10	THE REPORTER: I'm sorry. Can you	
11	repeat?	
12	MS. COTTRELL: Yes.	
13	MR. RISSMAN: Object to form.	
14	BY MS. COTTRELL:	
15	Q Are hogs typically lower priced when	
16	there is a significant supply of hogs or a really	
17	tight supply of hogs?	
18	MR. RISSMAN: Object to form.	
19	THE WITNESS: In a, in a world	
20	where nothing else changes, you would think	
21	the hog prices would generally be lower	
22	during periods of high, of high would be	
23	lower during periods of higher supply, but	
24	you also have to balance that against just	
25	like the hog producer, you have to balance	
20	Time the may producer, you have to barance	

Lexitas

```
98
 1
          that against the demand side, what is
 2
          happening to pork demand.
 3
                     So you could have very, very strong
 4
          pork demand and an increase in hogs and still
 5
          have higher prices if the demand supported
          the fact that people wanted to eat more,
 6
 7
          wanted to eat more pork, for example.
                     (Exhibit 6 was marked for
 8
 9
                     identification.)
10
     BY MS. COTTRELL:
11
                       Handing you what I've marked as
          0
               Okay.
     Exhibit 6, do you recognize Exhibit 6 to be titled
12
     "Outlook for Livestock and Poultry," presented
13
14
     Friday, February 27th of '09?
15
          Α
               Yes.
16
          0
               And was this authored by you?
17
          Α
               It was.
               And presented by you?
18
          0
19
          Α
               It was.
20
               A true and accurate copy of the
21
     presentation you gave?
22
               Yes.
23
               Created and kept in the regular course
24
     the business?
25
          Α
               Yes.
```

```
115
          to the extent that there was expansion caused
 1
 2
          prices to decline, you would argue that the
          market forces were -- you had more hogs than
 3
 4
          you needed, but I don't -- again, I, I
 5
          couldn't respond to the term of expansion.
     BY MS. COTTRELL:
 6
               In the next sentence they talk about the
 7
          0
     U.S. hog sector being "unfairly linked to the
 8
     emergence of the [novel] H1N1 influenza."
 9
10
               Do you see that?
11
          Α
               I do.
12
               Do you recall this issue, that there was
          0
13
     a concern about H1N1 and that impacting demand in
14
     the pork sector at all?
15
                    MR. RISSMAN: Object to form and
          foundation.
16
17
                    MR. BERGMAN:
                                   Objection.
                                   I cannot recall there
18
                    THE WITNESS:
19
          being that case.
20
     BY MS. COTTRELL:
21
               It goes on in the next paragraph to say
22
     "Hog production is cyclical," and this is
23
     something I've seen in a number of papers.
24
     take a look at some more. Let me just ask you:
25
     Have you herd this before, this idea that hog
```

		116
1	production is cyclical?	
2	A I have.	
3	MR. RISSMAN: Object to form and	
4	object to the narrative.	
5	BY MS. COTTRELL:	
6	Q What's I just am trying to figure it	
7	out. What's your understanding of what it means	
8	to say hog production is cyclical?	
9	A Again, a lot of this is tied to the	
10	biology of the animals, but yeah, producers will	
11	expand production until prices reach a certain	
12	level, usually lower, because, as we discussed,	
13	the higher production leads to lower tends to	
14	lead to lower prices, all other things being	
15	equal, at which point the producers will begin to	
16	liquidate, reduce the number of animals in	
17	response to the fact that their costs have been	
18	squeezed or gone negative, at which point hog	
19	prices begin to increase, and with the increase in	
20	hog prices, all other things being equal,	
21	producers begin to expand again.	
22	So the cyclical nature is that you	
23	increase production, prices decline, you reduce	
24	production, prices increase, and that, that	
25	becomes a cyclical nature and would tend to	

```
continue over time.
 1
 2
               Would you say that, in general, there's
 3
     a cyclical nature to hog production?
 4
                    MR. BERGMAN:
                                   Form and foundation.
 5
                    THE WITNESS:
                                   I think that the
          cyclical nature has diminished over time with
 6
          changes in the structure of the industry, but
 7
          I believe there is still a component that,
 8
          yeah, prices reach a certain level and become
 9
10
          unsustainable for production at those prices,
          and production will decline, and then as
11
12
          production declines, again, assuming the
          demand remains the same, all other factors
13
14
          remain the same, you know, those higher
15
          prices will trigger an expansion.
                                              The timing
16
          of it may have changed over time, but I do
          believe that, that there is still a cyclical
17
          nature to production, yes.
18
     BY MS. COTTRELL:
19
20
               And I know you haven't been in it since
     '73, but since '86, has that been true since 1986
2.1
22
     in terms of what you witnesses?
23
                    MR. RISSMAN:
                                   Object to form.
24
                    MR. BERGMAN:
                                   Foundation.
25
                    THE WITNESS:
                                   It has.
                                            It has
```

118

changed, as I said. We went through -- back in 1999, we went through a major restructuring of the hog industry, which probably changed some of its cyclical nature, because prior to 1999, we had a group of producers who were mixed producers, they would tend to produce hogs and maybe grain, and when -- if hog prices were good, they would keep a few more hogs, still relying on the grain side. If grain prices were poor or hog prices were poor, they might choose to sell the grain and not raise hogs, versus is if hog prices are good and grain is cheap, you might choose to raise more hogs.

A lot of those, a lot of those operators, operations left the industry in 1999, and that's when we began to see the rise of more contracting, the rise of more vertically integrated operations, and to some extent has that has changed the nature, but over time, yes, I would say that since, you know, since my experience, there's been a cyclical nature.

BY MS. COTTRELL:

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Q Would you say that there's been a rise

		123
1	Q Would this be like the type of	
2	presentation that would happen at that conference	
3	you talked about?	
4	A It is.	
5	Q And if you look with me, page 3, it says	
6	"Weak Demand in 2009 Impacts the Meat Sector," and	
7	then the last bullet says "recession compounds	
8	losses for the sector."	
9	A Yes.	
10	Q Can you just tell me what's being	
11	portrayed on the slide? What are those points	
12	getting at?	
13	A Well, the first is	
14	MR. BERGMAN: Object.	
15	THE REPORTER: What was the	
16	objection?	
17	MR. BERGMAN: Objection; foundation	
18	and form from Mr. Bergman.	
19	THE WITNESS: Well, the first is	
20	the producers were likely losing money or	
21	possibly just have very, very weak returns,	
22	which was the high feed prices that we	
23	discussed earlier, and those were expected to	
24	carry into their production decisions in	
25	2009.	

1		124
1	The recession that we discussed	
2	would have had impact on meat demand, which	
3	would have been pushing from the other end to	
4	reduce the prices, likely reduce prices for	
5	pork, given the supplies, and then work its	
6	way back down the chain to lower hog prices.	
7	BY MS. COTTRELL:	
8	Q All right, and if you jump with me to	
9	slide 4, it says "Meat Production Falls in 2009,"	
10	and then it says "beef, pork, broiler meat and	
11	turkey."	
12	A Yes.	
13	Q Are these forecasts, or is this at	
14	this point in time? We're only in February of	
15	we're in February of 2010, so these are excuse	
16	me these are looking backwards?	
17	A That's correct.	
18	Q Okay. So fair to say that it's not just	
19	in pork that we saw a reduction in supply, but we	
20	saw it across all the proteins?	
21	MR. RISSMAN: Object to form.	
22	THE WITNESS: Yes.	
23	BY MS. COTTRELL:	
24	Q Are there commonalties across all those	
25	proteins that would lead all of them to be	

		175
1	Q And then over time, the number	
2	fluctuates between '08 and 2016, somewhere	
3	between you know, looks like 25 percent to	
4	maybe 30 percent or so?	
5	A Yes.	
6	Q Do you see that?	
7	Okay. So am I understanding this chart	
8	correctly that 30 percent of the hogs are owned	
9	fully by the packer, or around, roughly, depending	
10	on the year; is that right?	
11	A They have owned them for according to	
12	the definition, they will have been owned them for	
13	at least 14 days before slaughter.	
14	Q And then the other 75 percent of the	
15	hogs that are ultimately slaughtered are purchased	
16	by the packers from independent producers.	
17	Is that your understanding of the data?	
18	A Yes.	
19	MR. RISSMAN: Object to form.	
20	MR. BERGMAN: Form and foundation.	
21	BY MS. COTTRELL:	
22	Q And there's a variety of purchase	
23	arrangements. There could be spot purchases, for	
24	example; is that right?	
25	A That's correct.	

		176
1	Q There could be market formula purchases,	
2	for example?	
3	A That's correct.	
4	Q But at the end of the day, what that	
5	75 percent represents are packers negotiating with	
6	hog producers to buy those hogs?	
7	MR. RISSMAN: Object to form.	
8	MR. BERGMAN: Foundation and form	
9	objections.	
10	THE WITNESS: Well, not	
11	necessarily. I mean, again, because in some	
12	cases it may be a formula. I mean they've	
13	agreed upon a formula at a previous time, and	
14	that formula has various cost components or	
15	some sort of basis in what happens in the	
16	market, but it's not, you know, it's not	
17	negotiated at the time the individual sells	
18	the hogs.	
19	BY MS. COTTRELL:	
20	Q Right, so they could be contracts, for	
21	example, for a year period of time that set the	
22	price, for example?	
23	A Correct.	
24	MR. RISSMAN: Object to form.	
25		

		192
1	smaller amount of hogs to meet their, their	
2	desired levels of slaughter.	
3	Q So the tight supply of the slaughter	
4	hogs at this point in time meant that the packers	
5	had to pay more for those hogs as a general	
6	matter?	
7	A On average, yes.	
8	MR. RISSMAN: Object to form.	
9	BY MS. COTTRELL:	
10	Q And that there was such a tight supply	
11	of hogs actually meant that the packer margins	
12	shrunk here, in this example?	
13	MR. RISSMAN: Object to form.	
14	MR. BERGMAN: Form and foundation.	
15	THE REPORTER: Can you say the	
16	question again? I'm sorry.	
17	BY MS. COTTRELL:	
18	Q That there was a tight supply of hogs at	
19	this point in time meant that the packers' margins	
20	were tightening, meaning getting smaller; is that	
21	right, Mr. Shagam?	
22	A That would be	
23	MR. RISSMAN: Object to form.	
24	MR. BERGMAN: Form and foundation	
25	objections.	

		193
1	THE WITNESS: That would be	
2	correct.	
3	BY MS. COTTRELL:	
4	Q And the reason, as reported here, is	
5	because packers ended up having to pay 13 percent	
6	more for slaughter hogs than they had a year ago?	
7	MR. RISSMAN: Object to form.	
8	THE WITNESS: Yes. It was a	
9	combination of yes, yes. It was a	
10	according to this, it would have been because	
11	they had to pay more for their hogs.	
12	BY MS. COTTRELL:	
13	Q And can you just help me understand why	
14	a tighter supply of hogs means that packer margins	
15	might shrink? Just help me understand the	
16	connection.	
17	A Given that you are having to pay more	
18	for those a fewer number of animals, you're	
19	having to pay a higher price, and you're not	
20	necessarily able to recoup that by selling the	
21	wholesale value of those animals the wholesale	
22	value of those cuts at a higher price to offset,	
23	fully offset the increase in your acquisition	
24	costs of the hogs.	
25	Q Can the reverse here also be true, that	
	~	

Α

Yes.

23

24

25

And if we could jump to page 7,

everyone, and it's going to be the bottom

260

		200
1	Institute as they are called now, no.	
2	Q And that organization you just	
3	mentioned, I think you said the U.S. Meat Export?	
4	A Export Federation, yes.	
5	Q Is your understanding that the purpose	
6	of that group is exactly what their name would	
7	suggest, which is to promote exports?	
8	A That is correct.	
9	Q And why did you go to that meeting?	
10	A A, I was invited, and B, once I went	
11	there as a speaker to present again sort of the	
12	USDA outlook, and also to, you know, hear from	
13	them what they were how they were viewing	
14	potential export markets.	
15	Again, part of the WASDE process is, you	
16	know, to try and gather as much information as	
17	possible. We then filter it. It's not, it's not	
18	taken as is. We look at, you know, look at the	
19	data, you know, we don't take it as is, but we	
20	look at how the information we look at the	
21	information in the context of other pieces of	
22	information, other data.	
23	So a lot of occasionally at these	
24	meetings, they will have individuals from their	
25	offices overseas do presentations on how they see	